



D5INST 5350.1  
8 JULY 2009

FIFTH DISTRICT INSTRUCTION 5350.1

Subj: **FIFTH COAST GUARD DISTRICT INTERNAL CUSTOMER ASSESSMENTS**

Ref: (a) Organizational Performance Consultants, COMDTINST 5224.11B

1. **PURPOSE.** This instruction describes the methods by which Fifth Coast Guard District units gather formal internal customer feedback. While it is important to deliver outstanding customer service to the public and industry, it is equally important that it be done in such a way that Fifth Coast Guard District workforce members are valued, fully engaged, and understand their importance to both their respective command and external customers, with their feedback fully incorporated into unit processes.
2. **ACTION.** All units assigned within the Fifth Coast Guard District shall follow the guidance outlined herein.
3. **DIRECTIVES AFFECTED.** None.
4. **DISCUSSION.**
  - a. A key premise in customer satisfaction is understanding the needs and meeting or exceeding the expectations of customers and external stakeholders. Furthermore, this must be done while optimally using resources. While most organizations have developed strategies to improve quality and external customer service, internal customer satisfaction is a much neglected component of quality improvement. Fifth Coast Guard District will incorporate internal customer satisfaction into overall business processes. To this end, it is important to emphasize that total customer satisfaction can be attained only if all Fifth Coast Guard District members, devoted to external customer satisfaction, can work together and assist each other to achieve the common objective. In this case, each person must improve what is around them and look for ways to satisfy the requirements of others in the organization efficiently. This requires a climate that encourages and supports teamwork in addition to the promotion of a general ethic of continuous improvement. The basis of this stems from the fact that there cannot be total customer service unless all members are supporting each other and working together toward common goals. In short, total customer service means meeting the needs and expectations of

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both internal and external customers and supports the Commandant's vision of the Coast Guard as a change-centric learning organization.

- b. Our workforce members are our most valuable internal customers. In order to gauge if their needs are being met; senior leaders of units within the Fifth Coast Guard District shall collaborate with the Fifth District's Organizational Performance Consultant to deploy a unit assessment approach to formally measure internal customer satisfaction. Unit assessments are designed to enable units to improve Performance levels.

## 5. **PROCEDURES.**

- a. There are three primary methods of formally measuring internal customer satisfaction, targeted at collecting data on differing levels, focuses and frequencies. They are:

### **i. USCG Organization Assessment Survey (CG-OAS)**

1. The CG-OAS is administered to the entire Coast Guard on a biennial basis in even years (2006, 2008, 2010, etc.) by the U. S. Office of Personnel Management (OPM) and managed by CG-1B. The CG Organizational Assessment Survey (CG-OAS) is designed to help the Coast Guard become a better service by providing a process by which CG people can tell their chain of command what they are thinking and feeling about their work, their lives, their careers and their relationship with the Coast Guard.
2. There are 110 survey questions in the OPM standard survey. These questions are standard throughout the Coast Guard and other federal agencies who use the OAS. It allows for benchmarking of internal customer satisfaction over long periods of time. It facilitates comparisons to the past period at the same command, comparable units throughout the Coast Guard, and the Coast Guard as a whole as compared to other federal organizations.
3. While voluntary, Fifth Coast Guard District and all sub-units shall strongly encourage all members to participate in the CG-OAS. People at all levels of the chain of command will use CG-OAS results to aid in decisions about the Coast Guard working environment. These include Rating Force Master Chiefs, Program Managers, Facility Managers, and local commanders. Conveying this sense of importance to members will help motivate the vast majority to take the survey.
4. The CG-OAS does an excellent job of measuring workforce satisfaction over long periods of time, and facilitating comparisons of workforce satisfaction across similar units. However, it is limited in that it is a fairly infrequent snapshot, taken only once every two years. Much can, should and does change in the period between surveys. In order to receive actionable feedback upon which to base management decisions, more frequent information, tailored specifically to Fifth District operations, is also required.



**ii. District Workplace Assessment (WA) and Crew Survey (CS)**


1. The next level of internal customer survey is the District Workplace Assessment (WA) and the Crew Survey (CS). Per reference (a), both are administered by the full time Organizational Performance Consultant (OPC) residing at District Five.
2. The WA (Enclosure 1) looks to measure workplace satisfaction at the local level, with questions specifically tailored to Air Station, Sector or sub-unit as appropriate. There are typically 40 questions. Questions are designed to determine employee satisfaction and perceptions of the unit. It helps to identify workplace climate issues that are going well and those that need improvement.
3. The CS (Enclosure 2) asks 12 questions and 2 open-ended feedback questions to gather feedback from crews to drive performance improvement.
4. All individual survey answers are kept confidential. The OPC will be looking at all of the assessment feedback in order to generate and understand common themes. Thus, individual comments will appear in a summarized “group” format only. To protect each individual surveyed, NO names are provided in any form or fashion to the Senior Leaders at the unit. Common themes are identified and packaged in the OPC Executive Summary provided to the surveyed unit.
5. The Workplace Assessment and Climate Surveys are available upon request. All Fifth District units are encouraged to deploy this approach to encourage improvement of processes with the inclusion of workforce input. All units are encouraged to contact the D5 OPC for further information.
6. Both surveys do an excellent job of providing in-depth, actionable feedback tailored to each unit or sub-unit. They are administered by a third party from outside each unit, fostering honest and open communications. If used frequently, suggested use is yearly, they provide more frequent and specific information than the CG-OAS. However, in order to make mid-period corrections over the course of a one year strategic planning cycle, more frequent information may be required.

**iii. Internal Customer Satisfaction Survey (ICSS)**

1. This information can be gathered by creating a unit specific Internal Customer Satisfaction Survey (ICSS). The WA and the CS represent the meeting point between the CG-OAS and the ICSS. ICSS can be easily crafted to meet unit needs through the following website: <http://apps.mlca.uscg.mil/DynamicSurvey/>. The site contains previously created templates for units to copy. This type of knowledge sharing aimed at improving overall workforce focus and performance improvement is highly

encouraged. If units require assistance in creating surveys utilizing the Dynamic Survey Creator site, they should contact the D5 OPC.

2. As with the CG-OAS, unit creation and member participation in ICSS are voluntary. However, as it represents a prime opportunity to provide performance feedback directly to unit commands, participation is strongly encouraged. Furthermore, units are encouraged to track quarterly results of the ICSS to aid in unit Strategic Planning and overall performance review. Results and trends should be discussed at regularly scheduled Executive Steering Committee (ESC) reviews by unit leadership. While not attempting to provide as overarching a view as that provided by the CGOAS, ICSS will provide timely, actionable information which can be used to adjust performance and service delivery as required.
6. **ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.** Environmental considerations were examined in the development of this instruction and have been determined to be not applicable.

  
P. B. TRAPP  
Fifth District Chief of Staff

2 Enclosures

## Workplace Assessment Survey

Check one block on each row.

UNIT/DIVISION: _____							
<input type="checkbox"/> OFFICER <input type="checkbox"/> NON-RATE <input type="checkbox"/> PO <input type="checkbox"/> E-7 + <input type="checkbox"/> Civilian							
<b>TEAMS</b>							
<b>TEAM ORGANIZATION</b>	<b>Strongly Disagree</b> 1	<b>Disagree</b> 2	<b>Mildly Disagree</b> 3	<b>Mildly Agree</b> 4	<b>Agree</b> 5	<b>Strongly Agree</b> 6	<b>N/A</b> 7
1. My office is organized in the best way to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our workload is distributed effectively among my office mates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### TEAM COHESION

3. I have a good relationship with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. A spirit of cooperation and teamwork exists at this unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. A spirit of cooperation and teamwork exists within my team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I value working together other members of my team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### TEAM GOAL CLARITY

7. Everyone in my office knows how their job supports the overall missions of the unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Tasks in my office are clearly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Unit goals and priorities are clear to everyone in my office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### INTER-TEAM COOPERATION

10. Effective communication channels exist between people in my office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. There are good working relationships among the various unit sites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. We understand how our work relates to the work of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



UNIT/DIVISION:							
<input type="checkbox"/> OFFICER <input type="checkbox"/> NON-RATE <input type="checkbox"/> PO <input type="checkbox"/> E-7 + <input type="checkbox"/> Civilian							
<b>TEAMS</b>							
	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
others, Coast Guard wide.							
13. Our office works together to achieve the overall goals and objectives of the unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**JOB CHARACTERISTICS****INFORMATION ADEQUACY**

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
	1	2	3	4	5	6	-
14. There is good communication among my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. There is good communication between the different unit sites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I can easily obtain information to improve personal performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I receive information at the right time to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**LOCAL SITUATION**

18. Our office has policies and procedures that facilitate performing the best job possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Our office setting makes it possible to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Collateral duties never hamper efforts to accomplish my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**WORK PRESSURE**

21. I have enough time to keep up with the amount of work to be done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Our office rarely needs to shift work priorities in order to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Tasking from management is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**RESOURCES**

**JOB CHARACTERISTICS**

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
24. Skill sets needed to get the job done can easily be found/acquired.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. The right people are in the right jobs to accomplish work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. People use those necessary skills to perform work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. My office facilities are appropriate for the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**MOTIVATION****REWARDS**

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
	1	2	3	4	5	6	-
28. I receive timely recognition for outstanding performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Members who do outstanding work can expect to be rewarded.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**JOB SATISFACTION**

30. I am generally satisfied in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. All in all, I like being in my position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**HIGH PERFORMANCE****TRUST IN MANAGEMENT**

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
	1	2	3	4	5	6	-
32. Management treat members with respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Co-workers in my office trust our local chain of command.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**DECISION MAKING**

## HIGH PERFORMANCE

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
34. Management provides us necessary information with which to make sound decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Decisions are made at the lowest appropriate level in my office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## VALUE SYSTEM

36. People in my office take pride in their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. People in my office believe that their work is important to the success of the Coast Guard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## LEADERSHIP

### SENIOR LEADERS' INVOLVEMENT

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree	N/A
	1	2	3	4	5	6	-
38. Senior leaders ask people about ways to improve products and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Senior leaders follow up on suggestions for improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### SUPERVISOR INVOLVEMENT

40. People in our office know that supervisors will help find answers to work related problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. People in our office are challenged by supervisors to find ways to improve the systems that they utilize.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. I receive frequent and timely feedback on my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Local leaders encourage me to work on items (i.e. non-traditional education opportunities, etc.) that will help me to be promoted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Encl (2) to D5INST 5350.1

## CREW SURVEY



## CREW SURVEY

<p><u>PLEASE SELECT YOUR SUPERVISOR FROM THE LIST BELOW. IF YOUR SUPERVISOR'S NAME IS NOT LISTED, SELECT THE NEXT LEVEL SUPERVISOR UP YOUR CHAIN OF COMMAND.</u></p> <p> <input type="checkbox"/> _____         <input type="checkbox"/> _____         <input type="checkbox"/> _____       </p> <p> <input type="checkbox"/> Mr./Mrs. _____ (Civilian)       </p>					
<p><u>Please select your department</u> (If not listed skip to next questions)</p> <p> <input type="checkbox"/> _____         <input type="checkbox"/> _____         <input type="checkbox"/> _____       </p>					
<p><b>ARE YOU A DEPARTMENT HEAD?</b>    <input type="checkbox"/> YES    <input type="checkbox"/> NO</p>					
	1	2	3	4	-
<p>1. Supervisors/team leaders communicate what is expected of members/employees in terms of job performance (for example, task responsibilities, performance standards).</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>2. Members/employees have the appropriate supplies, materials, and equipment to perform their jobs well.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>3. My job makes good use of my skills and abilities.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>4. My supervisor/team leader recognizes and rewards my good performance.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>5. Those senior to me show an interest in what happens to me.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>6. Supervisors/team leaders support member/employee efforts to learn outside the job (for example, membership in trade or professional organizations, coursework).</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>7. Sufficient effort is made to get the opinions and thoughts of people who work here.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>8. Managers let members/employees know how their work contributes to the unit's mission and goals.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p><u>PLEASE SELECT YOUR SUPERVISOR FROM THE LIST BELOW. IF YOUR SUPERVISOR'S NAME IS NOT LISTED, SELECT THE NEXT LEVEL SUPERVISOR UP YOUR CHAIN OF COMMAND.</u></p> <p> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____  <input type="checkbox"/> Mr./Mrs. _____ (Civilian)         </p> <p><u>Please select your department</u> (If not listed skip to next questions)</p> <p> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____         </p>					
	Strongly Disagree/Extremely Dissatisfied	Disagree/Dissatisfied	Agree/Satisfied	Strongly Agree/Extremely Satisfied	Neither Agree nor Disagree
9. The overall quality of work done in my work group is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I receive useful Coast Guard mentoring (professional/career guidance) from other members of the Coast Guard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I am given a real opportunity to improve my skills in my unit/command.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Overall, I am satisfied with my unit/command as a place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe one thing that needs to be improved at the unit:

Please describe one thing that is going well at the unit: